

Employee Engagement Survey 2022

# FLAGSTAFF UNIFIED SCHOOL DISTRICT EMPLOYEE ENGAGEMENT SURVEY TOTAL COMPANY



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Confidential and Proprietary Information National Business Research Institute, Inc.

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Group Name	Number Responding	Number Possible	Response Rate
Total Company - 2022	657	1,262	52%
Total Company - 2021	579	1,662	35%
Total Company - 2020	752	1,338	56%
Total Company - 2019	579	1,353	43%
Total Company - 2017	564	1,438	39%
Total Company - 2016	585	1,384	42%
Total Company - 2015	727	1,367	53%

### Section I: Response Rates

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
ALL TOPICS										
Total Company - 2022	655	4.53	55		5%	6%	9%	20%	31%	29%
Total Company - 2021	576	4.70	61		4%	6%	7%	17%	32%	35%
Total Company - 2020	750	4.98	71		3%	3%	4%	14%	37%	40%
Total Company - 2019	577	4.78	66		4%	4%	6%	17%	35%	34%
Total Company - 2017	552	4.67	61		5%	6%	7%	16%	33%	34%
Total Company - 2016	576	4.78	65		5%	4%	6%	15%	33%	37%
Total Company - 2015	716	4.70	63		5%	5%	6%	17%	35%	32%

Topics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
EMPLOYEE ENGAGEMENT										
Total Company - 2022	657	4.92	68		2%	4%	4%	17%	34%	38%
Total Company - 2021	578	5.12	74		2%	3%	5%	11%	31%	48%
Total Company - 2020	751	5.32	79		2%	1%	2%	8%	31%	56%
Total Company - 2019	578	5.27	78		1%	1%	3%	10%	33%	52%
Total Company - 2017	556	5.13	74		3%	3%	3%	10%	32%	49%
Total Company - 2016	578	5.28	78		3%	1%	2%	10%	27%	57%
Total Company - 2015	720	5.17	75		3%	2%	2%	12%	31%	50%
DIVERSITY AND INCLUSION										
Total Company - 2022	653	5.08	64		3%	3%	4%	15%	27%	50%
Total Company - 2021	574	5.21	68		3%	2%	3%	11%	25%	55%
Total Company - 2020	0	0.00	N/A	No valid cases						
Total Company - 2019	0	0.00	N/A	No valid cases						
Total Company - 2017	0	0.00	N/A	No valid cases						
Total Company - 2016	0	0.00	N/A	No valid cases						
Total Company - 2015	0	0.00	N/A	No valid cases						
JOB TRAINING										
Total Company - 2022	656	4.32	58		5%	7%	11%	23%	31%	21%
Total Company - 2021	577	4.44	62		5%	7%	10%	20%	34%	25%
Total Company - 2020	749	4.89	73		3%	3%	6%	15%	35%	37%
Total Company - 2019	577	4.55	66		5%	6%	8%	21%	28%	32%
Total Company - 2017	551	4.62	67		5%	6%	8%	17%	29%	34%
Total Company - 2016	575	4.69	69		5%	6%	8%	15%	31%	36%
Total Company - 2015	709	4.67	69		6%	5%	7%	17%	33%	33%

То	opics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
SUPERVISION											
	Total Company - 2022	655	4.72	56		6%	6%	7%	14%	27%	40%
	Total Company - 2021	577	4.91	66		5%	4%	6%	13%	25%	47%
	Total Company - 2020	749	5.13	76		3%	3%	4%	11%	27%	52%
	Total Company - 2019	577	5.02	72		5%	4%	4%	11%	24%	52%
	Total Company - 2017	549	4.79	61		7%	5%	6%	12%	23%	46%
	Total Company - 2016	575	4.85	65		7%	4%	6%	10%	24%	48%
	Total Company - 2015	715	4.94	69		4%	4%	6%	11%	26%	48%
TEAMWORK											
	Total Company - 2022	656	4.67	56		4%	5%	9%	18%	34%	31%
	Total Company - 2021	576	4.87	63		3%	4%	5%	16%	33%	38%
	Total Company - 2020		5.03	70		2%	3%	4%	13%	39%	40%
	Total Company - 2019	577	4.93	66		3%	3%	4%	14%	39%	37%
	Total Company - 2017	554	4.78	60		4%	6%	6%	16%	32%	37%
	Total Company - 2016	578	4.92	66		4%	3%	5%	14%	33%	41%
	Total Company - 2015	718	4.87	64		3%	4%	5%	15%	36%	37%
COMMUNICATIONS											
	Total Company - 2022	654	4.29	54		6%	7%	10%	24%	38%	16%
	Total Company - 2021	576	4.44	58		4%	7%	9%	20%	40%	20%
	Total Company - 2020	751	4.82	68		2%	3%	5%	18%	46%	26%
	Total Company - 2019	579	4.65	64		4%	4%	7%	18%	47%	22%
	Total Company - 2017	557	4.60	62		3%	6%	7%	17%	45%	22%
	Total Company - 2016	577	4.68	64		3%	5%	7%	17%	44%	25%
	Total Company - 2015	721	4.62	62		2%	4%	8%	20%	46%	20%

Тор	ics	Average Number Responding	Mean	Benchmark Percentile Mean	Benchmark Percentile Mean Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
CULTURE & CLIMATE											
	Total Company - 2022	655	4.04	51		8%	9%	13%	27%	30%	14%
	Total Company - 2021	578	4.19	55		7%	9%	10%	22%	35%	17%
	Total Company - 2020	748	4.87	73		3%	3%	4%	16%	42%	32%
	Total Company - 2019	576	4.49	64		4%	5%	8%	23%	39%	20%
	Total Company - 2017	549	4.37	61		6%	7%	9%	21%	33%	24%
	Total Company - 2016	574	4.53	66		5%	5%	8%	20%	36%	25%
	Total Company - 2015	714	4.29	58		7%	7%	8%	23%	35%	19%
MANAGEMENT STYLE											
	Total Company - 2022		4.69	48		6%	6%	8%	14%	26%	40%
	Total Company - 2021	577	4.88	59		5%	6%	6%	12%	25%	47%
	Total Company - 2020		5.20	74		3%	2%	3%	12%	23%	57%
	Total Company - 2019	577	5.00	68		5%	4%	4%	12%	26%	50%
	Total Company - 2017	548	4.71	49		7%	5%	7%	13%	26%	42%
	Total Company - 2016	573	4.85	56		7%	3%	4%	14%	27%	45%
	Total Company - 2015	713	4.84	55		5%	4%	5%	13%	30%	42%
SUPPORT									1		
	Total Company - 2022	656	4.40	46		4%	8%	11%	18%	37%	21%
	Total Company - 2021	577	4.61	48		3%	7%	8%	19%	36%	28%
	Total Company - 2020	748	4.83	57		3%	4%	5%	14%	43%	31%
	Total Company - 2019	576	4.66	49		4%	5%	7%	17%	37%	30%
	Total Company - 2017	549	4.77	53		3%	5%	7%	14%	39%	32%
	Total Company - 2016	576	4.80	55		4%	4%	6%	14%	37%	35%
	Total Company - 2015	714	4.74	51		3%	5%	5%	16%	41%	29%

Section III: Comparative Topic And Item Analysis

#### EMPLOYEE ENGAGEMENT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
4. My job inspires me.										
Total Company - 2022 Total Company - 2021 Total Company - 2020 Total Company - 2019 Total Company - 2017 Total Company - 2016 Total Company - 2015	578 751 578 556 578	4.92 5.12 5.32 5.27 5.13 5.28 5.17	68 74 79 78 74 78 75		2% 2% 2% 1% 3% 3% 3%	4% 3% 1% 3% 1% 2%	4% 5% 2% 3% 2% 2%	17% 11% 8% 10% 10% 10% 12%	34% 31% 33% 32% 27% 31%	38% 48% 56% 52% 49% 57% 50%

### Section III: Comparative Topic And Item Analysis

#### DIVERSITY AND INCLUSION

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
6. My ability to succeed at the Company is not affected by my race, gender, or religion.										
lot anected by my race, gender, or religion.										
Total Company - 2022	654	5.35	79		2%	2%	2%	9%	21%	63%
Total Company - 2021	573	5.36	80		2%	2%	3%	8%	22%	63%
Total Company - 2020	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2019	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2017	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
13. The Company supports workforce										
diversity.										
Tatal Commonly 0000	050	4.04	40		20/	40/	<b>F</b> 0/	000/	200/	200/
Total Company - 2022		4.81	48		3%	4%	5%	20%	32%	36%
Total Company - 2021	574	5.05	55		3%	3%	4%	15%	29%	47%
Total Company - 2020		0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2019		0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2017		0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2016	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0.00	N/A	No valid cases	0%	0%	0%	0%	0%	0%

Section III: Comparative Topic And Item Analysis

#### JOB TRAINING

Items	Number Responding	Mean	Benchmark Percentile	nmark le Graph 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
10. Training is available to assist me in my professional growth.										
Total Company - 2022 Total Company - 2021 Total Company - 2020 Total Company - 2019	577 749	4.32 4.44 4.89 4.55	58 62 73 66	-	5% 5% 3% 5%	7% 7% 3% 6%	11% 10% 6% 8%	23% 20% 15% 21%	31% 34% 35% 28%	21% 25% 37% 32%
Total Company - 2019 Total Company - 2017 Total Company - 2016 Total Company - 2015	551 575	4.62 4.69 4.67	67 69 69		5% 5% 6%	6% 6% 5%	8% 8% 7%	21% 17% 15% 17%	20% 29% 31% 33%	32 % 34% 36% 33%

### Section III: Comparative Topic And Item Analysis

#### SUPERVISION

Items	Number Responding	Mean	Benchmark Percentile	Percei	nchmark ntile Graph	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
				0 20 40	60 80 100						
15. The amount of feedback I receive from my principal/manager is satisfactory.											
Total Company - 2022	654	4.63	63			6%	6%	9%	15%	31%	34%
Total Company - 2021	575	4.83	70			5%	4%	6%	15%	30%	40%
Total Company - 2020	747	5.02	75			4%	3%	5%	11%	31%	46%
Total Company - 2019	574	4.88	71			6%	5%	5%	12%	27%	46%
Total Company - 2017	542	4.60	62			7%	6%	9%	15%	26%	38%
Total Company - 2016	571	4.70	66			8%	5%	7%	12%	29%	40%
Total Company - 2015	710	4.77	68			4%	5%	8%	14%	29%	39%
5. I can talk to my principal/manager about any job-related concerns I have.											
Total Company - 2022	656	4.80	49			6%	6%	6%	13%	23%	46%
Total Company - 2021	578	4.98	61			5%	5%	6%	10%	20%	54%
Total Company - 2020	751	5.23	76			3%	3%	3%	11%	23%	58%
Total Company - 2019	579	5.15	72			5%	3%	2%	10%	21%	58%
Total Company - 2017	556	4.97	60			8%	4%	3%	10%	21%	55%
Total Company - 2016	579	5.00	63			6%	4%	5%	9%	19%	57%
Total Company - 2015	719	5.11	70			5%	3%	4%	8%	23%	57%

Section III: Comparative Topic And Item Analysis

#### TEAMWORK

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
				0 20 40 60 80 100						
2. My work group functions as a team.										
					101	10/				1001
Total Company - 2022		4.86	64		4%	4%	7%	14%	28%	42%
Total Company - 2021	575	4.99	69		3%	5%	5%	12%	27%	48%
Total Company - 2020	752	5.15	74		2%	3%	4%	10%	32%	49%
Total Company - 2019	577	4.99	69		3%	4%	4%	11%	34%	43%
Total Company - 2017	557	4.90	67		4%	5%	5%	12%	27%	46%
Total Company - 2016	578	4.97	69		6%	4%	5%	8%	26%	51%
Total Company - 2015		4.94	68		5%	5%	4%	11%	26%	48%
7. Employees in other departments are										
responsive to my requests.										
Total Company - 2022	655	4.47	48		4%	6%	10%	21%	40%	20%
Total Company - 2021	576	4.74	56		3%	4%	6%	20%	38%	29%
Total Company - 2020	751	4.91	65		2%	3%	4%	16%	45%	30%
Total Company - 2019		4.86	62		2%	3%	4%	18%	43%	30%
Total Company - 2017		4.66	52		3%	6%	6%	21%	37%	28%
Total Company - 2016		4.86	62		2%	3%	4%	19%	40%	32%
Total Company - 2015		4.80	59		2%	3%	5%	20%	45%	25%

### Section III: Comparative Topic And Item Analysis

#### COMMUNICATIONS

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1. I have access to the information I need to make good decisions.										
Total Company - 2022 Total Company - 2021 Total Company - 2020 Total Company - 2019 Total Company - 2017 Total Company - 2016 Total Company - 2015 8. There is good communication between departments.	576 752 579 561 581	4.67 4.76 5.06 4.99 4.86 4.91 4.84	54 58 69 67 62 64 61		3% 2% 2% 2% 2% 1%	3% 6% 2% 4% 4% 4%	6% 6% 3% 6% 4% 5%	21% 14% 12% 12% 12% 10% 15%	46% 45% 48% 51% 50% 49% 50%	21% 27% 34% 30% 27% 30% 25%
Total Company - 2022 Total Company - 2021 Total Company - 2020 Total Company - 2019 Total Company - 2017 Total Company - 2016 Total Company - 2015	576 750 579 552 573	3.91 4.11 4.57 4.31 4.34 4.44 4.40	53 57 67 61 62 64 63		8% 7% 3% 5% 5% 5% 4%	11% 8% 4% 6% 9% 5% 4%	13% 12% 7% 10% 9% 9% 11%	27% 25% 23% 24% 21% 23% 25%	30% 34% 44% 42% 39% 39% 42%	11% 13% 19% 13% 17% 19% 15%

### Section III: Comparative Topic And Item Analysis

#### **CULTURE & CLIMATE**

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
				0 20 40 60 80 100						
3. Flagstaff Unified values its individual employees.										
Total Company - 2022	656	3.92	58		8%	11%	13%	28%	29%	11%
Total Company - 2021	579	4.10	62		8%	8%	12%	21%	35%	15%
Total Company - 2020	750	4.86	75		3%	3%	4%	15%	44%	31%
Total Company - 2019	578	4.41	68		5%	6%	7%	26%	37%	19%
Total Company - 2017	555	4.27	66		7%	9%	9%	21%	32%	21%
Total Company - 2016	578	4.40	68		6%	5%	10%	23%	34%	22%
Total Company - 2015	721	4.15	63		9%	7%	9%	26%	34%	16%
14. Values are important to Flagstaff Unified.										
Total Company - 2022	655	4.40	48		5%	7%	8%	26%	33%	21%
Total Company - 2021		4.47	49		5%	6%	7%	24%	35%	23%
Total Company - 2020		5.06	72		2%	2%	3%	13%	38%	41%
Total Company - 2019		4.76	61		3%	5%	4%	18%	41%	29%
Total Company - 2017		4.80	63		3%	4%	6%	18%	37%	32%
Total Company - 2016		4.95	69		3%	2%	3%	15%	40%	36%
Total Company - 2015	710	4.69	58		3%	5%	6%	21%	37%	28%

### Section III: Comparative Topic And Item Analysis

#### **CULTURE & CLIMATE**

Items	Number Responding	Mean	Benchmark Percentile	Benchma Percentile G 0 20 40 60	Graph	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
9. Flagstaff Unified devotes the appropriate amount of resources to treat its employees well.											
Total Company - 2022	654	3.80	48			10%	10%	16%	26%	29%	9%
Total Company - 2021	577	4.01	53			8%	11%	12%	22%	35%	12%
Total Company - 2020	748	4.70	73			3%	3%	6%	20%	45%	23%
Total Company - 2019	575	4.31	63			5%	5%	11%	25%	40%	14%
Total Company - 2017	547	4.05	54			10%	8%	12%	24%	29%	17%
Total Company - 2016	573	4.25	61			7%	8%	10%	24%	34%	18%
Total Company - 2015	711	4.03	53			10%	8%	11%	23%	35%	13%

Section III: Comparative Topic And Item Analysis

#### MANAGEMENT STYLE

ltems	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
11. My principal/manager empowers employees.										
Total Company - 2022 Total Company - 2021 Total Company - 2020 Total Company - 2019 Total Company - 2017 Total Company - 2016 Total Company - 2015	577 748 577 548 573	4.69 4.88 5.20 5.00 4.71 4.85 4.84	48 59 74 68 49 56 55		6% 5% 3% 5% 7% 7% 5%	6% 6% 2% 4% 5% 3% 4%	8% 6% 3% 4% 7% 4% 5%	14% 12% 12% 12% 13% 14% 13%	26% 25% 23% 26% 26% 27% 30%	40% 47% 57% 50% 42% 45% 42%

Section III: Comparative Topic And Item Analysis

#### SUPPORT

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
12. I have the tools and equipment needed to do my job.										
Total Company - 2022	656	4.40	46		4%	8%	11%	18%	37%	21%
Total Company - 2021	577	4.61	48		3%	7%	8%	19%	36%	28%
Total Company - 2020	748	4.83	57		3%	4%	5%	14%	43%	31%
Total Company - 2019	576	4.66	49		4%	5%	7%	17%	37%	30%
Total Company - 2017	549	4.77	53		3%	5%	7%	14%	39%	32%
Total Company - 2016	576	4.80	55		4%	4%	6%	14%	37%	35%
Total Company - 2015	714	4.74	51		3%	5%	5%	16%	41%	29%

#### Section IV: Comparative Item Analysis

#### Sort Key: Total Company - 2022

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
6. My ability to succeed at the Company is not affected by my race, gender, or religion.							
Total Company - 2022	654	5.35	79	5.02	5.28	5.66	DIVERSITY AND INCLUSION
4. My job inspires me.							
Total Company - 2022	657	4.92	68	4.58	5.16	5.68	EMPLOYEE ENGAGEMENT
2. My work group functions as a team.							
Total Company - 2022	657	4.86	64	4.62	5.16	5.66	TEAMWORK
15. The amount of feedback I receive from my principal/manager is satisfactory.							
Total Company - 2022	654	4.63	63	4.36	5.02	5.61	SUPERVISION
10. Training is available to assist me in my professional growth.							
Total Company - 2022	656	4.32	58	4.05	4.94	5.59	JOB TRAINING
3. Flagstaff Unified values its individual employees.							
Total Company - 2022	656	3.92	58	3.50	4.81	5.60	CULTURE & CLIMATE
1. I have access to the information I need to make good decisions.							
Total Company - 2022	653	4.67	54	4.58	5.29	5.77	COMMUNICATIONS

#### Section IV: Comparative Item Analysis

#### Sort Key: Total Company - 2022

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
8. There is good communication between departments.							
Total Company - 2022	655	3.91	53	3.74	5.05	5.73	COMMUNICATIONS
5. I can talk to my principal/manager about any job-related concerns I have.							
Total Company - 2022	656	4.80	49	4.88	5.20	5.63	SUPERVISION
13. The Company supports workforce diversity.							
Total Company - 2022	652	4.81	48	5.00	5.35	5.73	DIVERSITY AND INCLUSION
11. My principal/manager empowers employees.							
Total Company - 2022	655	4.69	48	4.78	5.21	5.68	MANAGEMENT STYLE
7. Employees in other departments are responsive to my requests.							
Total Company - 2022	655	4.47	48	4.62	5.28	5.77	TEAMWORK
14. Values are important to Flagstaff Unified.							
Total Company - 2022	655	4.40	48	4.54	5.14	5.66	CULTURE & CLIMATE
9. Flagstaff Unified devotes the appropriate amount of resources to treat its employees well.							
Total Company - 2022	654	3.80	48	3.92	4.79	5.52	CULTURE & CLIMATE

#### Section IV: Comparative Item Analysis

#### Sort Key: Total Company - 2022

Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name
12. I have the tools and equipment needed to do my job.							
Total Company - 2022	656	4.40	46	4.72	5.23	5.71	SUPPORT

ltems	Number Responding	NPS	Benchmark Percentile	0	1	2	3	4	5	6	7	8	9	10
17. I would recommend Flagstaff Unified to others as a good place to work.														
Total Company - 2022	654	-14	48	1%	2%	3%	6%	5%	11%	10%	20%	17%	11%	14%
Total Company - 2021	575	1	54	2%	2%	3%	3%	3%	10%	7%	16%	23%	17%	14%
Total Company - 2020	735	28	70	1%	1%	1%	1%	1%	5%	7%	14%	27%	19%	24%
Total Company - 2019	562	10	64	1%	1%	1%	2%	2%	8%	8%	18%	25%	15%	18%
Total Company - 2017	0	0	N/A	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Company - 2016	0	0	N/A	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Company - 2015	0	0	N/A	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

# Section V: Employee Engagement

#### Number Moderately Slightly Slightly Moderately Strongly Strongly Mean Graph Items Responding Mean Disagree Disagree Disagree Agree Agree Agree 2 3 4 5 6 16. My school environment is conducive to student learning. Total Company - 2022 640 4.62 4% 5% 8% 18% 37% 28% Total Company - 2021 565 5.02 3% 2% 4% 11% 39% 40% Total Company - 2020 5.14 744 3% 2% 2% 10% 35% 47% Total Company - 2019 569 4.98 4% 3% 4% 11% 39% 39% Total Company - 2017 540 5.01 3% 3% 4% 12% 36% 42% Total Company - 2016 558 5.16 3% 2% 3% 10% 34% 49% Total Company - 2015 5.28 696 1% 1% 2% 9% 36% 50%

#### **Section VI: Client Specific**

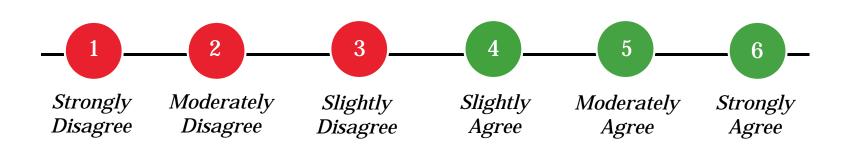
# **Understanding Your Data Report**

Definitions of Terms	A-2
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The Distribution of Responses and Percent Favorable	A-4
The Mean Score	A-6
The Benchmark Score	A-9
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# Definitions

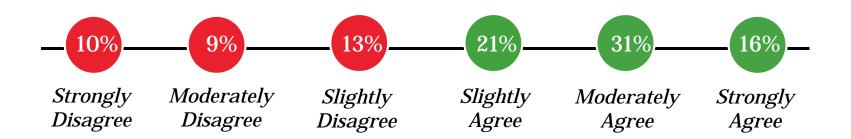
- Item: An individual survey question.
- Distribution of Responses: The number or percent of individuals who selected each response option for an Item.
- Mean: The "average" which is calculated by adding all scores and dividing by the total number of responses.
- Benchmarking Data: Data that represents the normal or average score for any factor across various levels of performance, such as height and weight. By comparing one's own scores with benchmarks, it becomes apparent which scores are high or low.
- Additional definitions may be found at: <u>https://www.nbrii.com/our-process/survey-design/definition-of-terms/</u>

# The Six Point Scale



- Valid data requires a balanced scale, which contains equal points of positive and negative. This balance prevents response bias and skewed data.
- A good scale should not have a neutral point, which can encourage respondent apathy and can bias the data, particularly on sensitive or controversial issues (Bishop, 1987).
- A scale should provide bounded choice, or an accessible number of data points. It should also have the ability to attach a linguistic explanation to each point to help ensure consistency of interpretation.

# The Distribution of Responses and Percent Favorable



- Your data report shows the entire Distribution of Responses. This is the percentage of responses in each of the scale points.
- Percent Favorable is the percent of respondents that responded positively. One must subjectively define Percent Favorable, and it may be the Top Box (Strongly Agree), or the Top Two Boxes (Strongly + Moderately Agree), or the Top Three Boxes (Agree).
- Because Percent Favorable must be defined and can therefore be manipulated by our definition of it, we do not recommend its use. Instead, NBRI provides the entire Distribution of Responses in data reports as this represents all of the Raw Data.

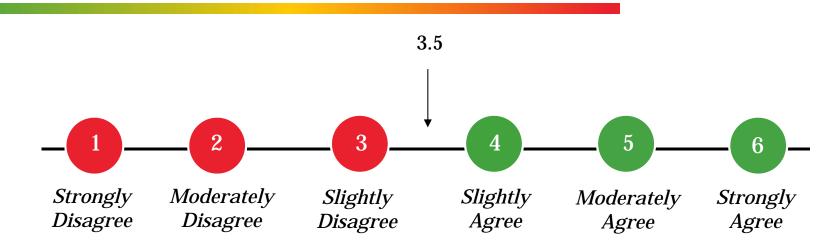
# Where to find the Scale and Distribution of Responses

#### PRODUCTS

Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
360	5.72	84		1%	1%	1%	3%	8%	86%
100	5.71	84		2%	0%	0%	5%	9%	84%
82	5.78 5.76	88 86		1% 1%	1%	1% 1%	0% 1%	6% 7%	90% 88%
78	5.63	81		1%	1%	1%	5%	12%	79%
360	5.59	82		2%	1%	2%	5%	11%	79%
100	5.46	78		3%	2%	3%	6%	10%	76%
									85% 79%
78	5.51	80		1%	1%	4%	6%	13%	74%
360	5.00	58		2%	1%	1%	28%	28%	41%
100	4.81	49		4%	2%	0%	31%	29%	34%
100	4.69	48		2%	1%	0%	48%	21%	28%
82 78	5.27 5.35	70 72		1% 1%	0% 1%	1% 1%	22% 3%	20% 45%	56% 49%
	Responding 360 100 100 82 78 360 100 100 82 78 360 100 100 82 78	Responding Mean   360 5.72   100 5.71   100 5.78   5.76 5.63   360 5.59   100 5.46   100 5.68   82 5.73   78 5.51   360 5.00   100 4.81   100 4.69   82 5.27	Responding Mean Percentile   360 5.72 84   100 5.71 84   100 5.78 88   82 5.76 86   78 5.63 81   360 5.59 82   100 5.46 78   360 5.63 86   82 5.73 88   78 5.51 80   360 5.00 58   360 5.00 58   360 5.00 48   360 5.00 48   360 5.27 70	Number Responding Mean Benchmark Percentile Percentile Percentile Graph   360 5.72 84 0 20 40 60 80 100   360 5.72 84 100 5.71 84 100 5.78 88   100 5.78 88 100 5.76 86 100   360 5.59 82 100 5.63 81 100	Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree   360 5.72 84 100 100 100 5.71 84 1%   100 5.71 84 1% 2% 1%   100 5.76 86 1% 2% 1%   360 5.59 82 2% 1% 1%   360 5.59 82 2% 1% 1%   360 5.59 82 2% 1% 1%   360 5.59 82 2% 3% 2%   100 5.68 86 2% 3% 2%   100 5.68 86 2% 3% 2%   360 5.00 58 2% 2% 2%   360 5.00 58 2% 2% 2%   360 5.27 70 1% 4% 2%	Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree Moderately Disagree   360 5.72 84 1% 1% 1%   100 5.71 84 1% 2% 0%   100 5.71 84 1% 2% 0%   100 5.78 86 1% 2% 0%   78 5.63 81 1% 1% 1%   360 5.59 82 2% 1% 1%   100 5.46 78 88 3% 2% 1%   100 5.68 86 3% 2% 2% 1%   100 5.68 86 3% 2% 2% 0%   360 5.00 58 86 2% 1% 1% 1%   360 5.00 58 86 2% 1% 1% 1%   360 5.00 58 48 2% <td< td=""><td>Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree Moderately Disagree Stightly Disagree   360 5.72 84 1 1% 1% 1%   100 5.71 84 1% 1% 1% 1%   100 5.78 88 82 5.76 86 1% 1% 1% 1%   360 5.59 82 381 2% 0% 0% 1%   360 5.68 86 3% 2% 1% 1% 1%   360 5.68 86 3% 2% 0% 0%   360 5.68 86 3% 2% 0% 0%   360 5.00 58 86 2% 1% 1% 4%   360 5.00 58 2% 1% 1% 1%   360 5.00 58 2% 1% 1% 1%   360 5.27&lt;</td><td>Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree Moderately Disagree Slightly Disagree Slightly Disagree Slightly Disagree Slightly Disagree Slightly Agree   360 5.72 84 1% 1% 1% 1% 3%   100 5.71 84 1% 2% 0% 0% 5%   100 5.78 86 81 1% 2% 0% 0% 5%   360 5.59 82 381 2% 1% 1% 5%   100 5.46 78 88 86 3% 2% 3% 6%   100 5.46 78 5.51 80 2% 1% 4% 6%   360 5.00 58 86 2% 1% 4% 6%   360 5.00 58 86 2% 1% 1% 2%   360 5.00 58 2% 1% 1%</td><td>Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree Moderately Disagree Slightly Disagree Slightly Agree Moderately Agree   360 5.72 84 1</td></td<>	Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree Moderately Disagree Stightly Disagree   360 5.72 84 1 1% 1% 1%   100 5.71 84 1% 1% 1% 1%   100 5.78 88 82 5.76 86 1% 1% 1% 1%   360 5.59 82 381 2% 0% 0% 1%   360 5.68 86 3% 2% 1% 1% 1%   360 5.68 86 3% 2% 0% 0%   360 5.68 86 3% 2% 0% 0%   360 5.00 58 86 2% 1% 1% 4%   360 5.00 58 2% 1% 1% 1%   360 5.00 58 2% 1% 1% 1%   360 5.27<	Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree Moderately Disagree Slightly Disagree Slightly Disagree Slightly Disagree Slightly Disagree Slightly Agree   360 5.72 84 1% 1% 1% 1% 3%   100 5.71 84 1% 2% 0% 0% 5%   100 5.78 86 81 1% 2% 0% 0% 5%   360 5.59 82 381 2% 1% 1% 5%   100 5.46 78 88 86 3% 2% 3% 6%   100 5.46 78 5.51 80 2% 1% 4% 6%   360 5.00 58 86 2% 1% 4% 6%   360 5.00 58 86 2% 1% 1% 2%   360 5.00 58 2% 1% 1%	Number Responding Mean Benchmark Percentile Percentile Graph Strongly Disagree Moderately Disagree Slightly Disagree Slightly Agree Moderately Agree   360 5.72 84 1

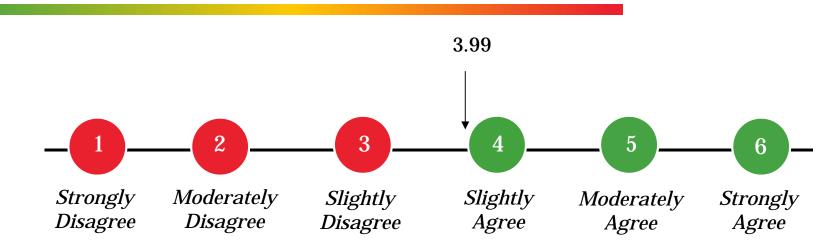
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# The Mean Score



- A Mean Score is the "Average," or a measure of central tendency.
- The Mean Score is computed by taking the sum of all scores and dividing by the total number of responses.
- The Mean of a 6-point scale = 3.5

# The Mean Score



- A Mean Score provides a subjective evaluation of the score for an Item relative to the scale that is used. A Mean Score cannot reveal whether a certain score (e.g. 3.99) is higher or lower than 'normal'.
- The true difference between any two Mean Scores can only be determined by conducting a t-test, which is a test of the significance of the difference between two mean scores. Benchmarking data is objective, eliminating the need for t-tests.

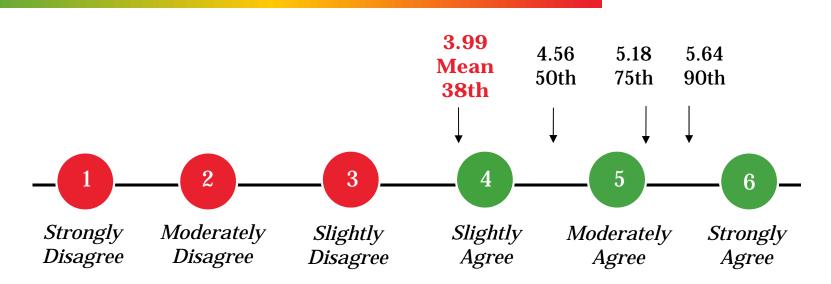
# Where to find the Mean Score

#### PRODUCTS

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
E. The Compony produces reliable products		_	_	0 20 40 60 80 100						
5. The Company produces reliable products.										
Total Company - Q2	360	5.72	84		1%	1%	1%	3%	8%	86%
Customer Type A - Q2	100	5.71	84		2%	0%	0%	5%	9%	84%
Customer Type B - Q2		5.78	88		1%	2%	1%	0%	6%	90%
Customer Type C - Q2		5.76	86		1%	1%	1%	1%	7%	88%
Customer Type D - Q2	78	5.63	81		1%	1%	1%	5%	12%	79%
7. The Company's products are innovative.										
Total Company - Q2	360	5.59	82		2%	1%	2%	5%	11%	79%
Customer Type A - Q2	100	5.46	78		3%	2%	3%	6%	10%	76%
Customer Type B - Q2	100	5.68	86		2%	2%	0%	3%	8%	85%
Customer Type C - Q2	82	5.73	88		0%	0%	1%	4%	16%	79%
Customer Type D - Q2	78	5.51	80		1%	1%	4%	6%	13%	74%
6. The Company produces quality products.										
Total Company - Q2	360	5.00	58		2%	1%	1%	28%	28%	41%
Customer Type A - Q2	100	4.81	49		4%	2%	0%	31%	29%	34%
Customer Type B - Q2	100	4.69	48		2%	1%	0%	48%	21%	28%
Customer Type C - Q2		5.27	70		1%	0%	1%	22%	20%	56%
Customer Type D - Q2	78	5.35	72		1%	1%	1%	3%	45%	49%

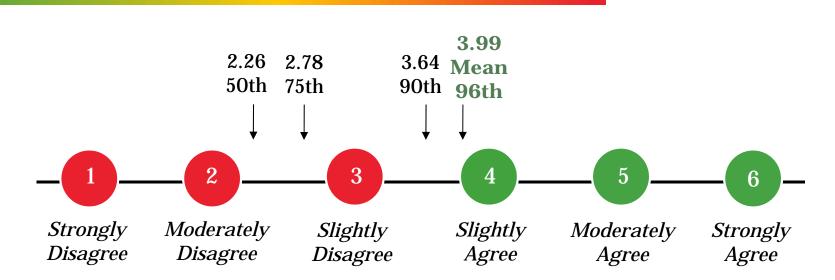
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# The Benchmark Score



- A Benchmark Score compares Mean Scores against the actual, 'real world' Mean Scores of other individuals who have answered the same survey question.
- Companies typically benchmark against data from their Industry, and NBRI typically provides benchmark data comprised of no fewer than 25,000 responses per question.
- The example above indicates that a Mean Score of 3.99 for a particular survey question represents a Benchmark Score at the 38th Percentile, which is a poor score.

# The Benchmark Score



- The same Mean Score of 3.99 for a different survey question represents a Benchmark Score at the 96th Percentile, indicating that it is a very good score.
- This Benchmark Score reveals the company is doing better than 96% of its peer group for this survey question.

# **Interpreting Benchmark Scores**

Best in Class	=	90 <sup>th</sup> percentile and above
Stretch Performance	=	75 <sup>th</sup> to 89 <sup>th</sup> percentile
Average	=	50 <sup>th</sup> percentile

- The NBRI Benchmarking Database is normally distributed and represents over 5 billion individual scores from over 9,500 Companies on identically worded survey questions.
- In your Benchmarking Database the 50th percentile represents Industry Average, or the peak of a bell-shaped curve.
- The 75th percentile represents Stretch Performance. Here an organization is performing as well as, or better than <sup>3</sup>/<sub>4</sub> of its peer group.
- Benchmarking Scores at or above the 90th percentile represent Best in Class Performance, reaching into the tail end of the bell-shaped curve.

# Where to find the Benchmark Score

#### PRODUCTS

Items	Number Responding	Mean	Benchmark Percentile	Benchmark Percentile Graph 0 20 40 60 80 100	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
5. The Company produces reliable products.				0 20 40 60 80 100						
n and a start of the										
Total Company - Q2	360	5.72	84		1%	1%	1%	3%	8%	86%
Customer Type A - Q2	100	5.71	84		2%	0%	0%	5%	9%	84%
Customer Type B - Q2	100	5.78	88		1%	2%	1%	0%	6%	90%
Customer Type C - Q2	82	5.76	86		1%	1%	1%	1%	7%	88%
Customer Type D - Q2	78	5.63	81		1%	1%	1%	5%	12%	79%
7. The Company's products are innovative.										
Total Company - Q2	360	5.59	82		2%	1%	2%	5%	11%	79%
Customer Type A - Q2	100	5.46	78		3%	2%	3%	6%	10%	76%
Customer Type B - Q2	100	5.68	86		2%	2%	0%	3%	8%	85%
Customer Type C - Q2		5.73	88		0%	0%	1%	4%	16%	79%
Customer Type D - Q2	78	5.51	80		1%	1%	4%	6%	13%	74%
6. The Company produces quality products.										
Total Company - Q2	360	5.00	58		2%	1%	1%	28%	28%	41%
Customer Type A - Q2	100	4.81	49		4%	2%	0%	31%	29%	34%
Customer Type B - Q2		4.69	48		2%	1%	0%	48%	21%	28%
Customer Type C - Q2		5.27	70		1%	0%	1%	22%	20%	56%
Customer Type D - Q2		5.35	72		1%	1%	1%	3%	45%	49%

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# The SWOT Analysis

<u>S</u> trength	=	75 <sup>th</sup> to 100 <sup>th</sup> percentile
<u>O</u> pportunity	=	50 <sup>th</sup> to 74 <sup>th</sup> percentile
<u>W</u> eakness	=	25 <sup>th</sup> to 49 <sup>th</sup> percentile
<u>T</u> hreat	=	1 <sup>st</sup> to 24 <sup>th</sup> percentile

- By dividing the Benchmarking Scores into Quartiles, it is easier to understand where the company is doing well and where improvements may be needed.
- Strengths are essentially core competencies as they are in the upper quartile of performance. Opportunities are performing at or above average. Weaknesses are performing below average. Threats are performing within the lowest quartile.

# Where to find the SWOT

Son Key. Total company - 42										
Items	Number Responding	Mean	Benchmark Percentile	50th	75th	90th	Topic Name			
9. Sales personnel are professional.										
Total Company - Q2	358	5.58	72	5.50	5.61	5.81	SALES PROCESS			
6. The Company produces quality products.										
Total Company - Q2	360	5.00	58	4.85	5.43	5.81	PRODUCTS			
19. I expect to continue doing business with the Company.										
Total Company - Q2	355	5.16	48	5.37	5.56	5.81	CUSTOMER LOYALTY			
11. Support personnel are responsive to my requests.										
Total Company - Q2	336	4.97	48	5.15	5.46	5.77	SERVICE & SUPPORT			
13. It is easy to obtain the information I need from the Company.										
Total Company - Q2	346	4.20	43	5.14	5.45	5.78	COMMUNICATIONS			

Sort Key: Total Company - Q2



*Conducted By* National Business Research Institute

# **Employee Engagement Survey**

Welcome to our district-wide employee engagement survey! The survey is being managed by National Business Research Institute (NBRI), who we have used previously. NBRI will host the survey and be collecting your responses through an online platform. All responses are confidential.

Your participation is highly encouraged and appreciated. Our goal is to get 100% participation in order to ensure that each and every employee's voice is heard.

Thank you for devoting your time and providing candid input.

Dawn Director of Human Resources

Instructions:

**1.** Proceed to the survey questions by clicking on the Next Page button below.

**2.** After reaching the survey questions, please read each of the survey questions completely. Then, indicate your response using the scale shown on the survey.

**3.** After answering the survey questions, please click on the Submit Survey button to submit your answers for processing.

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1.	I have access to the information I need to make good decisions.						
2.	My work group functions as a team.						
3.	Flagstaff Unified values its individual employees.						
4.	My job inspires me.						
5.	I can talk to my principal/manager about any job-related concerns I have.						
6.	My ability to succeed at the Company is not affected by my race, gender, or religion.						
7.	Employees in other departments are responsive to my requests.						
8.	There is good communication between departments.						
9.	Flagstaff Unified devotes the appropriate amount of resources to treat its employees well.						
10.	Training is available to assist me in my professional						

growth.

11. My principal/manager empowers employees.

12.	I have the tools and equipment needed to do my job.											
13.	The Company supports workforce diversity.											
14.	Values are important to Flagstaff Unified.											
15.	The amount of feedback I receive from my principal/manager is satisfactory.											
		Strongly Disagree	Moderately Disagree		Slightly Disagree		Slightly Agree		Moderately Agree		Strongly Agree	
16.	My school environment is conducive to student learning.											
		0	1	2	3	4	5	6	7	8	9	10
17.	I would recommend Flagstaff Unified to others as a good p to work.	olace										
18.	Why did you give that response?											~
												$\mathbf{\vee}$